

Minutes of the **BOARD OF TRUSTEES** held on 28 September 2017  
Big Pit National Coal Museum

Notes	Actions by
<p><b>PRESENT:</b> Elisabeth Elias, President (in the Chair); Carol Bell, Vice President; Catherine Duigan, Glenda Jones; Jessica Seaton; Kay Andrews, Michael Prior; Rachel Hughes; Robert Pickard; Victoria Provis; Hywel John; David Anderson, Director General; Janice Lane, Director of Learning, Exhibitions &amp; Digital Media; Richard Bevins, Joint Acting Director of Collections &amp; Research; Diane Gwilt, Joint Acting Director of Collections &amp; Research Nia Williams, Director of Learning &amp; Engagement and Elaine Cabuts, Museum Secretary.</p> <p><b>IN ATTENDANCE:</b> Peter Owen, Acting Head of MALD; Lesley-Anne Kerr, Head of Museums Development Team, Museums Archives &amp; Libraries Division, Caroline Garnett, Head of Finance; and Heledd Fychan, Head of Policy &amp; Public Affairs.</p>	
<p><b>Declaration of Interests: Baroness Kay Andrews as Chair of HLF Wales in respect of all items where HLF is involved.</b></p>	
<p><b>1 WELCOME AND APOLOGIES</b></p> <p>1.1 Members, Caroline Garnett (attending in Neil Wicks' absence), Peter Owen and Lesley-Anne Kerr from Museums Archives &amp; Libraries Division were welcomed to the meeting. Apologies were received from Laurie Pavelin, Treasurer; Carys Howell; Hywel Ceri Jones; Keshav Singhal; Tony Atkins; and Neil Wicks, Director of Finance &amp; Corporate Resources.</p>	
<p><b>In the Closed Session of the meeting the Board discussed and were briefed on the Museum Review, Turner House, and Horizon Scanning.</b></p> <p><i>At this point the meeting was opened to the public. No members of the public were in attendance.</i></p>	
<p><b>2 MINUTES</b></p> <p>5.1 <u>Resolved</u>: That the Minutes of the meetings held on 29 June 2017 be approved.</p>	
<p><b>3 MATTERS ARISING from the minutes of 29 June 2017</b></p> <p>3.1 There were no Matters Arising from the Minutes that were not covered by the Agenda.</p>	
<p><b>4 STRATEGIC PARTNERSHIP AND INCOME GENERATION</b></p> <p>4.1 <u>Reported</u>: That the President noted this was now a permanent and regular item on the agenda.</p> <p>4.2 The Director General noted that the Strategic Partnership between the Museum, the National Library of Wales, Cadw, the Royal Commission on the</p>	

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<p>Ancient and Historic Monuments of Wales, the three recognised trade unions and the Welsh Government was making positive progress. A letter had been sent to the Cabinet Secretary providing an update on developments including priority areas for the Partnership including digital rights and at-risk heritage skills.</p> <p>4.3 Members discussed the income generating opportunities the Partnership presented and the likely timescale for realising any income. Members noted the important role identified for Visit Wales in this, and it had been proposed that they join the Partnership.</p> <p>4.4 The Acting Joint Director of Collections &amp; Research noted that an internal Income Generation Group had been established by the Director of Finance &amp; Corporate Resources a year ago, and that its remit was to discuss and review income generating initiatives in relation to the Invest To Save Loan. Ideas from staff were actively being sought to help develop an income mapping process. Members noted the income generated for activities relating to the collections, events and learning.</p> <p>4.5 Members noted the culture change within the organisation around income generation and the need for the Museum to provide visible evidence of its achievements.</p> <p>4.6 <u>Resolved</u>: Accordingly, and that the Board be updated at each meeting.</p>	<p>Director General / Joint Acting Director of Collections &amp; Research</p>
<p><b>5 MALD BRIEFING: SPORT MUSEUM AND NATIONAL GALLERY OF CONTEMPORARY ART; MUSEUM STRATEGY FOR WALES</b></p> <p>5.1 <u>Reported</u>: That Lesley-Anne Kerr reported that Just Solutions had been appointed to undertake the feasibility study for the Sport Museum. The Director of Learning &amp; Engagement was thanked for her support in the process.</p> <p>5.2 In relation to the National Gallery of Contemporary Art, a company had been identified and following the completion of the procurement process the name would be announced. The Director General and the Director of Art at the Arts Council of Wales were thanked for their on-going contribution to this process and a working group will be established to take the feasibility study forward.</p> <p>5.3 Members noted the importance of the inclusion of local museums in contributing to the national memory. Lesley-Anne Kerr assured the Board that the Expert Review of Local Museums Provision in Wales of 2015, carried out by the Museum's former Vice President, provided a fundamental building block that informed the Welsh Government's work, including the Museum Strategy for Wales. Regionalism was a key factor.</p> <p>5.4 <u>Resolved</u>: Accordingly, and that the report was noted.</p>	
<p><b>6 ST FAGANS REDEVELOPMENT PROJECT UPDATE</b></p>	

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<p><b><i>Richard Nicholls, Development Director joined the meeting at this point</i></b></p>	
<p>6.1 <u>Received</u>: A report by the Project Director / Director of Learning &amp; Engagement.</p>	
<p>6.2 <u>Reported</u>: That the Director of Learning &amp; Engagement was acting as Lead Director whilst the Director of Finance &amp; Corporate Resources was away. The launch event held on 13 July 2017 was a very successful occasion and a significant milestone for the Museum.</p>	
<p>6.3 HLF have approved the work undertaken, and all the budgets have also been approved. The Weston centre for Learning is now in use. The project was celebrated at the Eisteddfod. Planning permission has been granted for a Bronze Age Barrow to be created. The exhibitions programme is progressing well and we are awaiting responses to the tender packages for the mounts, to be completed in October. This will mark the end of all the tenders for the St Fagans project.</p>	
<p>6.4 The President, on behalf of the Treasurer and Chair of the St Fagans Project Commissioning Group, noted that a commercial settlement had been successfully negotiated and agreed with Kier.</p>	
<p>6.5 Members noted the very positive feedback received from the public within the last three months in relation to the main building. Different furniture is being trialled in the main space to gauge how visitors use the space. Members also commented on the success of the launch event on 13 July and the positive experience provided by staff in ensuring everyone present felt pride and enthusiasm for the project. The Director General's inspiring speech at the start of the event helped set the scene for those present. It was noted how the work the Museum had undertaken at this summer's Eisteddfod in north Wales helped to generate positive interest in respect of Llys Llywelyn. Trustees noted the very positive feedback that had been received from teachers.</p>	
<p>6.6 In respect of the main atrium space, Members noted that this was unique within Wales. The Museum is ambitious in its plans for the space, with key principles developed for the space taking guidance from others in the sector. Plans for its use included pop-up exhibitions, corporate hire, opportunities for artists in residence, and other creative and experimental events. Members noted the possibilities the space provided for Artes Mundi and for the Museum to showcase its ambition and imagination for this as a creative space, commissioning public art for example.</p>	
<p>6.7 The Development Director updated the Board on progress with fundraising activity in respect of Trusts &amp; Foundations, corporate supporters, major donors and legacies. It was also the Museum's intention to raise further unrestricted funds for St Fagans, as well completing the capital fundraising target. Members noted the increased signage on site to encourage donations, and that online giving had begun to see some positive results.</p>	
<p>6.8 Members noted progress in developing a new membership scheme, and that the message everyone needed to convey was that the Museum needed the</p>	

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<p>money to complete its ambitious plans.</p> <p>6.9 Members were pleased to note the recent increase in visitor numbers and explored together the various reasons why, and how this trend compared with other UK visitor attractions. Members noted how successful ‘Paul’s Story’ was at revealing how museums change lives and that this could potentially be used to launch a crowdfunding campaign.</p> <p>6.10 <u>Resolved</u>: Accordingly, and that a copy of the Director General’s speech be circulated to Members. That the Museum promotes more prominently on its website the link to ‘Support Us’.</p> <p><b><i>Glenda Jones left the meeting at this point</i></b></p>	<p>Museum Secretary / Director of Gallery Development &amp; Visitor Experience</p>
<p><b>7 COLLECTIONS &amp; RESEARCH – RESEARCH STRATEGY UPDATE</b></p> <p>7.1 <u>Received</u>: A report by the Head of Research.</p> <p>7.2 <u>Reported</u>: Trustee Catherine Duigan introduced the paper to the Board. On behalf of the Head of Research, the Joint Acting Director of Collections &amp; Research outlined progress with the development of the strategy. Significant progress had been made in recent years, including the development of strategic partnerships with the higher education sector in Wales leading to the creation of Memorandum of Understanding with a number of universities.</p> <p>7.3 Members discussed the research requirements under the Well-being of Future Generations (Wales) Act 2015, noting this provided a good opportunity for interdisciplinary research work. Members noted the Head of Research has a background in social sciences, and that this is informing the range of research being considered and undertaken.</p> <p>7.4 The President reported that she was pleased to see the report as this now gives the Board the information it needs to monitor progress and check the work is going forward strategically.</p> <p>7.5 <u>Resolved</u>: Accordingly, and that the update was noted. That the Strategy make clear the links to the Museum’s Vision and need for income generation. That the strategy makes clear from the outset the characteristics that make the Museum’s collections special and our research different from that undertaken by universities.</p>	<p>Head of Research</p>
<p><b><i>Carol Bell left the meeting at this point</i></b></p> <p><b>8 ANNUAL LEARNING REPORT</b></p> <p>8.1 <u>Received</u>: A report by the Head of Learning.</p> <p>8.2 <u>Reported</u>: That Eleri Wyn Evans was welcomed to the meeting as the newly-appointed Head of Learning. The report highlighted the key developments and</p>	

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<p>achievements over the year, including delivery of the Activity Plan at St Fagans, the new Interpretation Strategy, school-based learning programmes, as well as a range of new initiatives such as those to support well-being and the development of skills through accredited courses. The report also highlighted the department's aspirations for research, funding and income generating opportunities.</p> <p>8.3 Members thanked and congratulated the Head of Learning for all the achievements highlighted in the report, and linked aspects of the programme to the Dementia Friendly training Trustees had received the previous day.</p> <p>8.4 Members also noted that income generation, learning, research and creative initiatives were being reported across all areas of the Museum's work.</p> <p>8.5 <u>Resolved</u>: Accordingly, and that Learning and the Museum be considered for the next Trustee Discussion session.</p>	<p>Museum Secretary</p>
<p><b>9 DIRECTOR GENERAL'S REPORT</b></p> <p><b>9.1 Quarterly Briefing Quarter 1</b></p> <p>9.1.1 <u>Received</u>: A report by the Director General.</p> <p>9.1.2 <u>Reported</u>: The Director General updated Members on progress for the first quarter of the year by reflecting on the Museum's plans, performance indicators and income generation targets. Performance was analysed by Vision headings. The financial report noted the situation as relayed to the Performance Review Committee in July, with an update noting that the position remained the same – on target. There were no exceptions at present.</p> <p>9.1.3 <u>Resolved</u>: Accordingly, and that the report was noted. That the Director General's performance presentation be circulated to Trustees.</p> <p><b>9.2 Forthcoming Events</b></p> <p>9.2.1 <u>Received</u>: A list by the Director General.</p> <p>9.2.2 <u>Reported</u>: That the Director General invited Trustees to meet with and attend a lecture given by Elaine Gurian on 16 October 2017 in Cardiff.</p> <p>9.2.3 <u>Resolved</u>: Accordingly, and that details of the meeting and lecture by Elaine Gurian be circulated to Trustees.</p> <p><b>9.3 National Eisteddfod 2018</b></p> <p>9.3.1 <u>Reported</u>: That the Head of Policy &amp; Public Affairs updated Members on the Museum's plans to contribute to the National Eisteddfod in Cardiff in 2018. The Museum was to be sponsoring the Eisteddfod Chair, and Cardiff University is sponsoring the Crown. Both would then go on display at the National Museum Cardiff as part of an exhibition. In essence, the Eisteddfod would be delivered in a very different way to previous eisteddfodau. The Museum is</p>	

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<p>managing its involvement as a separate project, and the Director of Learning &amp; Engagement is the Lead Director. The Museum sees this as a way of Cardiff coming together to explore different ways of sharing Welsh culture.</p> <p>9.3.2 There would be no formal Maes and free entry would be provided. The Eisteddfod Choir would be rehearsing in the Reardon Smith Lecture Theatre and an offer had been made for them to also perform in the atrium at the main building in St Fagans in the run up to the Eisteddfod. It is currently proposed that there would be a Pop up Museum in the foyer at the Wales Millennium Centre with further opportunities for additional events throughout the week. The Museum is also in discussion about the possibility of a performance stage at National Museum Cardiff giving those taking part another chance to perform.</p> <p>9.3.3 The Director General noted that the Museum was looking to co-ordinate all its partnerships across Wales, to take an holistic approach across all partnerships.</p> <p><b>9.4 Museum Review</b></p> <p>9.4.1 <u>Reported</u>: In relation to Dr Thurley’s Review of the Museum, the Director General strongly welcomed the report and the recommendations. The Museum was delighted to be working with Peter Owen and Lesley-Anne Kerr of MALD on implementing the findings of the Review. It was important the Museum had a period of financial stability and breathing space, as recommended by Dr Thurley in his Review. The Museum would work with the Welsh Government to prepare for the Review’s public release in November 2017. The President noted that the Board wanted to take maximum advantage of the opportunities presented by the Review’s recommendations, and to see the positive communications between all parties continue.</p> <p>9.4.2 <u>Resolved</u>: Accordingly and that the Vice President to Chair a small group of Trustees to work with the Executive on the recommendations of the Report.</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p>Vice President / SMT</p>
<p><b>10 LEGAL &amp; REGULATORY UPDATES</b></p> <p>10.1 <u>Reported</u>: There was nothing to report.</p> <p>10.2 <u>Resolved</u>: Accordingly.</p>	<p></p>
<p><b>11 DRAFT MINUTES OF VARIOUS MEETINGS</b></p> <p>11.1 <u>Received and Noted</u>: The draft minutes of:</p> <p>11.1.1 Appointments &amp; Remuneration Committee 28 June 2017</p> <p>11.1.2 Pension Trustees 14 July 2017</p> <p>11.1.3 Performance Review Committee 13 July 2017</p> <p>11.1.4 Audit Committee 13 July 2017</p> <p>11.1.5 Joint meeting of the Performance Review and Audit Committees</p>	<p></p>

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<p>13 July 2017 11.1.6 St Fagans National Museum of History 13 September 2017.</p> <p>11.2 <u>Reported</u>:</p> <p>11.2.1 Appointments &amp; Remuneration Committee – The President updated Members on the process to recruit a new President.</p> <p>11.2.2 Performance Review Committee – That the NWMS Enterprises Ltd Board and the Performance Review Committee both monitored and considered the work of the NMGW Enterprises Ltd company. <u>Resolved</u>: Accordingly, and that the Museum reviews the way in which the Board is kept fully informed of the work of NMGW Enterprises Ltd, noting its status as a private limited company.</p> <p>11.2.3 Pension Trustees - the Chair noted the Scheme was in a positive position.</p> <p>11.2.4 St Fagans – Members noted the Settlement with Kier.</p>	<p>Director General</p>
<p><b>12 ANY OTHER BUSINESS</b></p> <p>12.1 <b>Thanks from the President</b> – That Elisabeth Elias thanked all the staff at Big Pit for generously hosting the Board of Trustees and guests during the two-day visit, and for making everyone feel so welcome.</p> <p>12.2 <b>Away Day for the Board</b> – That Kay Andrews proposed the Board has an Away Day to consider the Recommendations in the Thurley Review. Peter Owen noted that the Report was a very good opportunity to make positive progress.</p> <p>12.3 <u>Resolved</u>: Accordingly and that the Senior Management Team consider holding an Away Day for Trustees.</p>	<p>David Anderson</p>
<p><b>DATE AND TIME OF NEXT MEETING:</b> <u>Resolved</u>: That the next meeting of the Board of Trustees will commence at 9:00am on 14 December 2017 in National Museum Cardiff.</p>	